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2 July 1971

MEMORANDUM FOR: Members of ORD Career Service Panel

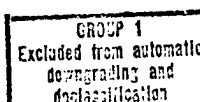
SUBJECT : Interim Report of the Special Panel on  
Career Development

1. Since its appointment in February, the Special Panel has had a series of meetings devoted to establishing a Career Development Program for the Office of Research and Development. The first meetings were concerned with defining the scope of our assignment and reviewing material pertinent to it. Also, discussions were held with and memoranda received from several ORD professional employees who wished to make their views known to the Panel.

2. Early in our deliberations we recognized that career development for ORD professional employees must consider their professional as well as their Agency career. However to be effective in its efforts, the Career Service Panel must involve itself at the earliest stage of an employee's career. In the past, the Panel has not discussed or reviewed with a division chief his plans for a prospective employee. The Panel should determine what capabilities the applicant has and how they would be used in the long term. For example, we should ascertain if the applicant is a highly trained specialist intensely dedicated to a field of priority importance but of short duration in the Agency. Such an individual may become a problem to ORD management and the Career Service Panel when the need for his specialty subsides. Admittedly, the task of projecting the career prospects of a prospective employee is not simple, but we should not use this as an excuse for not undertaking the effort. Forethought at this point may save many hours of headaches later on when we try to create opportunities when none exist.

25X1 3. After the applicant is hired and joins a division, effective career planning can get underway. Much of what [redacted] proposed could be incorporated into a career development program. His concept of a two-track career system is an excellent idea and could be implemented. Many of the discussions in the Special Panel have centered around professionalism, career enhancement through rotation, overseas assignments, training, sabbatical leave, and other topics that can be a part of career development. An essential part of the career development would be to extend opportunities to non-supervisory employees to attend and

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**3. (Cont'd)**

engage in management sessions and be assigned and be responsible  
for management activities.

25X1 4. Basically, [ ] has made a good beginning in  
identifying those elements that would be the backbone of an ORD  
career development plan. We recommend that the Career Service  
Panel undertake the task of formulating and implementing such a  
plan.

25X1  
[ ]  
Chairman

25X1  
[ ]  
Member

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Member

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